

Marshall Space Flight Center
Office of Human Capital

Human Capital Summary

Input to Center Self-Assessment
Constellation Readiness Review Team
August 4, 2006

Executive Summary

The Marshall Space Flight Center (MSFC) Office of Human Capital (OHC) is committed to being strategically aligned with the mission, goals, and objectives of the Center and the Agency. Just as *Constellation* depends upon an integrated exploration architecture to be successful, MSFC's OHC understands that effective and successful workforce management strategies depend largely on the integration of the '*people*' element into all aspects of the Center's strategic planning processes – resulting in a framework of human capital policies, programs, and practices that will help achieve a shared vision of accomplishment and success.

The human capital summary contained herein is in response to the call for information presented by the Center's *Constellation* Readiness Review Team. The information requested focused on the Capabilities and Assets element of "People", specifically:

- Population of a workforce data table
- Input on capturing contractor demographics
- Articulation of the Center Hiring Strategy
- Articulation of the Center Training Strategy
- Identification of tools employed to capture human capital requirements and availability

In addition to these requested data elements, OHC has included:

- Several key factors designed to support the Center's role in *Constellation*
- Information offering perspective around preparing capable, responsible, and accountable leaders - critical to assessment of the "Leadership/Decision-making" element

NASA's most valuable asset is our people – the capability and dedication of our workforce is unparalleled. The current environment makes it imperative that we develop and execute a comprehensive, integrated, and systematic approach to human capital management; only then can we ensure that we are managing and utilizing this treasured asset in a way that best fosters mission success.

In the emerging knowledge economy, value is increasingly driven by talent and other non-tangible capital. The competitive strength of companies, regions and countries are no longer strictly tied to physical assets or resources, but to the intellectual attributes of their knowledge workers. Organizations and management at all levels, must acquire a solid understanding of the fundamentals of human capital management, and must think strategically about how to invest in, optimize and measure the return on game-changing talent.

---Article excerpt from Human Capital Institute/August 2006

Talent Management Strategies

A common thread in the form of a question now exists to bind the Center, its respective organizations, and all employees: *What can we do, what can I do, to support the successful accomplishment of the Vision for Space Exploration (VSE)?*


As work in support of *Constellation* began to materialize, and with this question guiding our actions, a series of key steps were taken, both by OHC as an organization and the Center as a whole. These steps were common in purpose – to gain and sustain momentum to accomplish known and emerging work packages.

Reorganization of the Office of Human Capital

Changes at the Center and across the Agency demand that we do our work in a new, more customer-focused way. OHC reorganized internally in September 2005 to be optimally structured and positioned to provide the required support for the total Center reorganization that was in development (**Appendix A**). Key features of the OHC reorganization included:

- A sharper focus in key functional areas and a more integrated approach to help the Center successfully meet the challenges of new work packages and emerging workforce challenges
- A vigorous new emphasis on understanding and meeting the needs of our customers
- Development of metrics designed to measure, and drive improvement in, critical areas
- Completion of Kaizen assessments in key process areas [Staffing (Post-Decision Emphasis), Training/Conference Requests, Senior Executive Service (SES) Staffing]

Innovation in the form of an **Integrated Product Team (IPT) model** was one catalyst for the renewed focus on customer service (**Appendix B**). IPT membership is made up of multi-functional ‘stakeholders’ working together to deliver or improve a product or service using a customer-oriented focus. These IPT’s are led by members of the Client Solutions Team. Acting as another catalyst for change within OHC, the Client Solutions Team has responsibility for being ‘client facing’, providing entry into the organization if the path is unclear or unknown. They partner with OHC management and employees to ensure that the IPT’s are committed to understanding the business of our clients and customers, are serious about continual improvement (as an organization and as individuals); understand OHC processes and where/how they integrate with processes in other organizations and within OHC; and that timely, well integrated solutions are provided to our clients. NASA Headquarters has scheduled a visit to MSFC in September 2006 to benchmark this innovative organizational approach.



Stakeholders: All parties interested in outcomes (Employees, Managers, Customers)

Another optimization embedded within the OHC structure is the inclusion of the Academic Affairs Office within OHC. With global challenges ever looming, this pipeline of talent will be the key to NASA's future plans, and future success, for human exploration to the Moon, Mars, and beyond. *[See pages 8-10, Hiring and Staffing Strategies, for additional discussion in this area]*

MSFC's OHC shares the vision and areas of emphasis set forth in the Agency's Strategic Human Capital Plan, thus the organization is designed to support both short- and long-term workforce strategies to meet evolving VSE requirements, driven by a workforce 'life cycle' approach depicted in *Figure 1 (Appendix C)*.



Figure 1

Reorganization of the Center

In the fall of 2005, the MSFC Center Director announced a major organizational realignment designed primarily to ensure an optimum organization, both functionally and structurally, to perform the existing and anticipated VSE work. In November, as part of this realignment, OHC led a multi-disciplined Workforce Assessment Team with expertise in workforce management, resource management, and strategic insight/planning.

Goals of this strategic exercise were:

- Increase understanding of current workforce utilization and planning.
- Make decisions that optimize the workforce to best support mission execution
- *To Approve:*
 - Organization structures
 - Staffing plan content (position mgmt)
 - Staffing levels by organization (including vacancies)
 - Co-op Plan and associated funding methodology
- *To Understand Current Status – Discuss Next Steps:*
 - *Center direct/indirect ratio [Target: 70/30]*
 - Center FTP/OTFTP ratio [Target: 90/10]
 - Hiring requests/prioritization
 - Staffing plan totals vs. available funding

A comprehensive review of all Center organizational staffing plans was conducted to determine the right size and distribution of the workforce to support current responsibilities and the VSE. Taken into account in the organization design were any workforce gaps (surplus or shortage) based upon current workforce competencies and commitments, new work package requirements, and attrition projections. This exercise established official staffing plans as the ‘control point’ for organizational staffing.

Marshall Staffing Plan Management System (MSPMS): This MSFC system was developed by OHC in conjunction with the Center realignment, and in response to the new controlled process for staffing plan management. This system allows for on-line tracking and management of various aspects of staffing plans (organization structure, grades, types of positions, etc.) that have been approved by OHC and by Center Management. The approved plans are managed specifically by the Human Resources Specialists in the Employee Services and Operations Office (HS50). MSFC organizations submit proposed changes to the staffing plans to HS50 and only changes approved by HS50 can be officially transferred to the plans. This system and corresponding process ensures a consistent format and systematic approach to staffing planning from both an organizational view, and a Center strategic view. This valuable tool, being reviewed at the Agency level for potential applicability at other Center, will be a great asset in future realignments (i.e.,

elimination of 'double-booking' of employees across various staffing plans, assistance with 'to-be-placed' employee exercises).

Exploration Launch Office (ELO) Start-Up

An activity was underway (preceeding and continuing in parallel to the realignment) to establish an office which ws the focal point for incoming and anticipated *Constellation* work. Prior to official implementation of the full Center realignment, the ELO was informally and expeditiously established (through verbal and formal details) to accommodate new work already arriving at the Center. During the realignment, employees with critical skills and competencies needed for *Constellation* were deployed within the Center to fill these existing gaps. The organization was finalized as part of the Center realignment, and has continued to solidify as work requirements continue to fully develop.

FY06 Hiring and Staffing Strategies

Where required skills were not available, the Center gave authority for limited external hiring (primarily term employees), remaining within the total workforce control number at the Center. Initial hiring was limited to critical positions to support existing work, with the remainder of the hiring planned for later in 2006 to coincide with a better understanding of the level of work and skills/competencies required to support the VSE. All external hiring needs were prioritized and submitted to OHC by the organizations for review with the Deputy Center Director and the Associate Center Director. The organizations provided additional information and rationale regarding their requests in one-on-one meetings with the Deputy and Associate Director, who had the ultimate decision authority with regard to hiring. **(Reference Workforce Analysis Tables)**

High Grade Position Review Committee (HGPRC): In order to manage and control the establishment of Center General Schedule (GS) positions at the GS-14 and GS-15 grade levels, and NASA Excepted (NEX) appointments at salary levels equivalent to/above GS-14 levels, the HGPRC was established in 2005. This forum allows for a more comprehensive view, and provides a focused approach, for making critical decisions around high-grade decisions. [*Reference MPR 3500.1, Establishment of High Grade Positions*]

In addition to high grade reviews, this committee also reviews requests for staffing plan changes to ensure appropriate adherence to position management guidelines, and to maintain consistent and appropriate organizational structures [*Reference MPD 3312.1, Position Management*]. As staffing and hiring decisions were made, the prioritized hiring needs and any impacts to the direct/indirect ratio, supervisory ratio, and the ratio of full-time permanent (FTP) to other-than full-time permanent (OTFTP) positions

were considered. Short-term versus long-term needs were another consideration factor – driving employment categories accordingly (i.e., FTP, Term, Temporary, NEX, IPA, inter- or intra-Center movement, contractor, student/intern programs, etc.), along with future implications such as the need to hire co-ops and fresh outs to grow the talent pool.

Human Capital Flexibility Acts: Another important element of the overall Center’s hiring strategy is the utilization of various provisions of the Federal and NASA Flexibility Acts. These acts provide NASA with human capital flexibilities that help both in recruiting the “best and brightest” to fill our critical skill vacancies, and in retaining current employees with critical skills in key positions at the Center. Examples of the provisions utilized by Marshall include recruitment bonuses, enhanced travel benefits and annual leave enhancements for new employees; and qualification pay and retention bonuses for current employees.

Intergovernmental Personnel Act (IPA) Appointments: Outside of regular FTP/OTFTP hiring, IPA appointments are utilized for difficult to fill or special competency requirements that are needed for a limited period of time. Before these requests are approved, it is determined that employees with the needed competency are not available to perform the work needed. *[Reference MWI 3334.1C, Intergovernmental Personnel Act Assignments]*

Buyout/Early Out Authorities: In an attempt to address skill/competency imbalances, MSFC offered buyout/early out opportunities in the 4th quarter of FY05 and the 1st quarter of FY06. These buyouts/early outs were strategically targeted to surplus competencies identified through OHC analysis of data. A total of 183 employees were approved for these buyouts. The buyouts helped to provide the Center with the flexibility to authorize additional hiring in FY06 in critical competencies needed to support VSE.

Senior Executive Service (SES) Hiring/Staffing Process: Last year a small team of OHC employees reviewed the hiring process for filling SES positions. At that time, the average processing time for SES vacancies was approximately 210 days (processing time is tracked from the date an SES vacancy announcement closes to the date that the executive core qualifications package on the selectee is sent to NASA HQ). Based on process improvements implemented as a result of this review, the processing time has been reduced by >50%. This streamlined approach has enabled MSFC to be more competitive with other Federal agencies and private industry for the caliber of individuals required in our key management positions. Of significant importance is the reduced leadership ‘gap time’ that is experienced in organizations with these critical position vacancies.

Center Pipeline Strategies: The goal of the Center's Pipeline Strategies is to ensure that workforce requirements are identified and met, and that education efforts are aligned and focused on building the future workforce. The ultimate success of these strategies requires close coordination among the Academic Affairs Office, other offices in OHC, the Program offices, Engineering, and the remainder of the Center.

The Pipeline Approach is to channel the best and brightest students into the STEM (Scientific, Technical, Engineering, Mathematics) disciplines, and then on to employment with NASA, universities and aerospace industry; to expose program participants to NASA related career choices; provide students with work experiences at NASA which lead to STEM career decisions; develop a candidate pool of underrepresented minorities and /or people with disabilities to participate in NASA pre-employment scientific and technical programs; and to create linkages to other NASA student employment feeder programs

Of primary importance to this effort is the integration of the student employment, higher education, and college recruiting programs for MSFC's workforce. This was accomplished in large measure by combining under one office the Co-op Program and the college recruiting. We then transitioned the co-op and college recruiting efforts to the Academic Affairs Office in November 2005. Thus, the strategies for general recruitment of needed skills and competencies, and the recruitment for co-op students to fill both current and future competency needs are highly integrated. Additionally, relationships with colleges and universities are enhanced through this integration.

Both these recruitment efforts begin with the competency gap analyses—shortages, excesses, and proficiencies levels—provided by the Workforce Plans and Analysis Office in OHC. Workforce projections around retirements in the individual competencies provide another piece to the recruitment puzzle. For example, 40% of people at NASA are age 50 or older (22% are 55 or older). Only 4% of NASA workers are under 30. For MSFC, 32.9% are over 50, 17.4% are over 55, and only 3.7% are under 30.

Engineering and Business co-ops integrate practical experience with classroom learning by alternating school semesters with paid full-time jobs at MSFC. The Center has allocated 48 co-op slots to the Program; currently there are 30 students participating from 16 universities representing 9 states. Competency data reflects a need for both strong engineering and business disciplines. Thus, our co-ops include both. Most are undergraduate with 76% in engineering disciplines and the other 23% in business/administrative discipline. The engineering co-ops cover Mechanical Engineering, Electrical Engineering, and Aerospace Engineering disciplines.

The total number of estimated student participants in the MSFC Co-op program from 1977 to date has been 965 students. Of the 965 participants, MSFC estimates that more than 450 students have been converted into its workforce. We are targeting a higher hire rate in the future by carefully cultivating our co-op student pool and the students' experience at the Center. The ease of converting co-op students into the workforce and the advantage of our first-hand knowledge of their capabilities argues for this program as a primary hiring source.

We have also recognized the need to build skills for the long-term to meet our program needs, including now our Exploration competency requirements. We initiated several years ago the Integrated Stakeholder Coalition for Workforce Development (ISCWD). The Coalition is made up of representatives from six stakeholder groups-- industry, education (K-12 and higher education), government, community organizations, health and social services, and the media. With a vision of a culture of creative, skilled, technically engaged people, the Coalition is focused on the skills and capabilities that will be needed by a "next generation" workforce. The Coalition is currently developing a systems map that will be used to align resources to achieve the most effective results. The model that is being developed and implemented in the Huntsville area will be shared with other communities nationwide through NASA's field centers and within the state of Alabama by the Alabama Mathematics, Science, and Technology Education Coalition (AMSTEC). AMSTEC is a 501(c) 3 non-profit organization that grew from a NASA funded Linking Leaders Program. AMSTEC is the state affiliate of the National Association of State Science and Math Coalitions.

We also have the capability of providing the program offices and the rest of the Center with just-in-time competencies and capabilities through the Visiting Researcher Exchange and Outreach (VREO) program, which we instituted in May 2001. This is a partnership between USRA and the MSFC Academic Affairs Office. The VREO program links NASA/MSFC programs to expertise from academia, private-industry, and other governmental agencies, thus furthering NASA missions and goals. Educationally, VREO provides opportunities for university and pre-college students through internships and student research positions. Over the past five years, we have provided critical, timely increased capacity and capability to Engineering and Program Offices. This will continue to help us meet Exploration requirements.

Because we recognize the changing demographics in this country, our strategy calls for the continued sponsorship of minority programs to draw these students to the STEM disciplines. In the coming years, the workforce for Exploration will increasingly rely on having sufficient minorities pursuing degrees and professions in the STEM disciplines. The Academic Affairs Office has developed an outstanding portfolio

of partnership programs with Minority Serving Institutions (MSIs) over the past decade. These pipeline and workforce development programs target minority undergraduate scholars and high school students. They are model programs which can be replicated and which have had a positive impact on hundreds of minority students. Increasing numbers of students who participate in these programs are completing college and graduate school and entering the nation's high tech workforce, particularly the aerospace industry. We sponsor 11 programs which touch approximately 400 minority students.

A weakness we perceived in our Pipeline strategy was the inability to reliably track students as they moved from one program to another and/or into our workforce. This is about to become a strength in providing the Exploration workforce as NASA Headquarters has just approved funding that will allow us to acquire JSC's Student Tracking System (STS). MSFC will be the first Center to acquire the web-base tool. The tool will enable program coordinators of student programs to monitor, track and share participant and program information. The future plans are to have the tracking system fully integrated with WTTS, both of which will tie into the HCIE (Human Capital Information Environment Portal). The result of these tracking systems will capture participants from student pipeline programs through full-time employment with NASA/MSFC.

FY07 and Beyond Hiring and Staffing Strategies

The Agency and the Center continue to assess competency requirements and associated gaps to meet NASA's changing workforce needs. OHC has made a concentrated and sustained effort to work closely with Center organizations to understand and accurately report competency profile data (along with accurate assignment of employee proficiency levels within those profiles) within available planning tools [i.e., Competency Management System (CMS) and Workforce Integrated Management System (WIMS)]. It is imperative that these tools be consistently utilized across the Center, and that data be accurately captured/reported to facilitate a wide range of workforce management actions and strategies.

The Center's current challenges include both the shuttle fly-out, and transition to VSE. OHC serves on the Agency's Shuttle Transition Human Capital Team, where civil service human capital retention and transition plans are due September 2006. These plans will be reflective of a partnership between center/project elements. *Continuing and building upon FY06 strategies*, OHC will maintain strong partnerships and integration with the MSFC Offices of Chief Financial Officer (CFO) and Strategic Analysis and Communications (OSAC), and Center management officials, to craft and execute a hiring strategy that aligns with the Center's *Constellation* work assignments and sustains MSFC as a healthy and productive center.

Capturing Contractor Demographics

Currently contractor related information at the Center is stored in several databases (e.g., security information on contractors with badges, information on contractors assigned computer equipment, information on contractors with assigned office space, and procurement related contractor information, etc.) Because these databases exist for different purposes, the contractor data contained can vary significantly. Mitigation is required and an authoritative source for on-site and near-site contractor data should be established. One option would require contractors to submit regular reports covering on and near-site contractors via a data requirements document (DRD). The DRD would include the number of on-site and near-site Work Year Equivalents (WYE's) for prime contractor, subcontractor, and mission support employees performing work on the contract, broken down by organization supported and skill category. Ideally, skill category would match some level of competency definition from the NASA Workforce Competency Dictionary. The suggested recurrence of the DRD would be quarterly. To protect the proprietary nature of the information, the information in these reports will be for "Internal Government Use Only". Contract modifications would be required for submission of the quarterly report with associated costs. The DRD request would be coordinated with the Center Contractor Industrial Relations function, to ensure understanding of federal labor categories and appropriate linking to NASA competencies.

Training and Organization Development Investment Strategy

The Center's training and organization development (OD) efforts are critical contributors to enhanced employee skills, competencies, engagement; and improved organizational performance – all keys to our success as we pursue current priorities and an exciting future that supports the Agency's exploration and science missions. The Center currently has barriers that prevent an optimum strategy around the use of training, professional development, and organization development resources, with supporting processes that are lacking in rigor. MSFC's OHC is currently engaged in a partnership with *ICF International*, an external consultant obtained through the Office of Personnel Management (OPM), to analyze and assess the Center's current training/OD resource utilization and propose a change strategy that will move towards an 'investment' approach when considering the use of these critical resources. This activity is now underway, targeting fall 2006 for completion of Phase I efforts (**Appendix D**).

The overarching goals defined by OHC in developing a strategic training and organization development approach are (see **Table 1**):

- Gain agreement from Center leadership on the need for working in a partnership to create this strategy (*Complete*).
- Deliver a comprehensive plan that includes:
 - The types of training and OD interventions conducted at or for MSFC employees;
 - Resource investments (financial, human) in those activities;
 - Guidance on the process for training/OD investment decisions;
 - Clarity regarding tools available to assist in management in implementation of training and development (e.g., SATERN, CMS, Individual Development Plans);
 - Apparent technical and professional development needs from competency assessments;
 - Gaps between the current training provided and training needed;
 - A set of recommendations and an action plan to close those gaps.

Table 1. Interim Investment Strategy Outline

From	To
Training and development programs based on short-term needs, historical training offerings, and diffuse, individual directorate requirements.	Marshall “corporate” training and development point of view determine programs that align with Marshall strategy and workforce data/plans.
Training and development as a perquisite, employee benefit, award, or fulfilling a career/professional development need (except for strictly mandated training requirements).	Direct link between training/development results and employee performance, organization performance, and Marshall performance.
Individual employee determination of development needs (through IDP tool).	Development needs determined through a dialogue between the employee and supervisor based on competency gaps, future Marshall/NASA needs, and future directorate needs.
Training and development meets individual employee needs rather than Center/directorate performance requirements.	Managers/supervisors have clear requirements of employees prior to attending the training and performance expectations that they will apply new skills/behaviors on the job after they return. Managers play active role in task assignments pertinent to the skill development expected from training.
Training and development value based on customer satisfaction measures and training hygiene factors (logistics, instructor quality, immediate training experience, food, etc.).	Training and development value based on its contribution to Marshall performance measures (operations, safety, applied science, innovation, etc.) as identified by Marshall leadership, management, and employees.
OHC training and development services fulfill training and development needs at a transactional level with a focus on short-term customer satisfaction.	OHC training and development representatives in a consultative relationship with the directorates focused on identifying and bridging performance gaps through multiple interventions.

Leadership/Decision-making

Carefully crafted initiatives, well designed systems, and eloquent value statements are less than compelling without high caliber leaders who provide support and who demonstrate commitment, responsibility, and accountability. Excellence in leadership extends far beyond regulatory position management and promotion processes, which rely on competitive levels and merit principles in the advertisement and selection of individuals for these positions. Our success depends heavily on *effective leadership* across all levels at the Center. Participants in leadership programs should be selected through the thoughtful consideration of leadership potential and future needs across the Center and Agency. To that end, our developmental offerings, funded by both Center and Agency investments, can be thought of as falling into three broad categories of the organization and leadership development “continuum.” These concentrated leadership development efforts have a profound impact on the way leaders identify and make critical decisions. (See Appendix E for graphical representation)

A. Technical - Strengthening our unique capabilities; ensuring technical excellence through technical mentoring and engineering experience transfer. OHC has a staff of very experienced aerospace practitioners that teach courses that increase the understanding into the complex, multidisciplinary, and interactive engineering processes associated with space transportation systems. They also provide on-call coaching and mentoring as they continue the relationships with students informally. A formal course on mentoring has been developed and is offered as requested. *[Note: Administrator Griffin has publicly endorsed a Technical Memorandum produced by these veterans (Appendix F). MSFC’s Director of Engineering endorsed SLaTS and Lessons Learned and requested that every engineer in the Engineering Directorate trained in the next two years.]*

- SLaTS – Space Launch and Transportation Systems (5 days)
- Lessons Learned (2 days)
- Principles of Leadership, Coaching and Mentoring in a Learning Organization
- On-Call Coaching and Mentoring

In addition to the above, OHC administrates other offerings with a technical leadership development focus:

- Academic Studies – Full Time / Part Time coursework at accredited universities to develop technical expertise in mission critical disciplines (MSFC’s Personnel

Management Advisory Committee (PMAC) awards Full Time Study slots).

- Academy of Program / Project and Engineering Leadership (APPEL) – HQ/OCE sponsors courses geared for project managers, systems engineering, and program control. Offerings cover a wide spectrum of technical subjects and are taught by industry veterans and subject matter experts.

B. Professional Development - Enhancing performance by developing a well grounded leadership culture. MSFC has several initiatives underway to enhance the effectiveness of formal and informal leaders. These initiatives are facilitated by a highly skilled staff of internal organization development practitioners, supplemented by contracted experts (such as the very popular Alabama A&M Modules). The objective of these initiatives is to assure that leaders at all levels are equipped and ready to make a positive difference. These initiatives attempt to give leaders the tools, information, concepts, and skills to be successful. Primary focus areas include personal awareness, team development, organizational effectiveness, and technical expertise.

- Leadership Development Series – MSFC’s own “leadership 101” course developed in-house by our resident experts.
- Situational Leadership – the foundational model of effective leadership. Integrated with LDS, this course provides a standard leadership “vocabulary” as we grow our leadership culture.
- Alabama A&M Modules – A&M recruits industry subject matter experts in a wide variety of leadership topics and hosts a week long offering of lectures, case studies, and group exchanges. (Funded by MSFC, slots in this course are nominated by center leaders and filled by the PMAC).
- NASA Foundations of Influence, Relationships, Success and Teamwork (FIRST) - A HQ sponsored pilot program will be offered in FY07 that emulates the popular Leadership Development Program.
- MSFC Professional Internship Program (PIP) – developmental courses and rotational assignment for the employee new to the organization or discipline.
- Individual Coaching – MSFC has two certified coaches on staff for highly personalized performance coaching.

Resident leadership experts provide informal coaching via relationships established through formal interventions.

C. Executive Development - Partnering with MSFC's Leadership team to optimize the performance of line managers, teams, and organizations. Organizational “stress” is caused when the organization is new or experiencing a new attribute. The need for OHC's OD services are projected to continue increasing through FY07 as new assembled leadership teams address new missions with a new organizational structure and operating paradigm.

- Formal OD interventions – expert OD practitioners work with the Center's leadership team to develop short and long term strategies to achieve mission goals.
- 4D Leadership – The Office of Chief Engineers at HQ sponsors these leadership retreats emphasizing the 4D-Leadership Inc assessment model. Each participant in the offsite is provided with one hour of follow-up coaching.
- Executive Development Offerings – MSFC invests over \$50K annually in various courses targeted for the development of Federal Senior Executive Service leaders. (MSFC's PMAC is responsible for choosing how to appropriate the yearly executive development investment).
- HQ Leadership Development Program – a one year rotation at NASA HQ with leadership training and projects designed to enhance an Agency perspective. (PMAC governed.)

(See Appendix G for course content on both MSFC LDS and Technical Excellence offerings.)

Succession Management

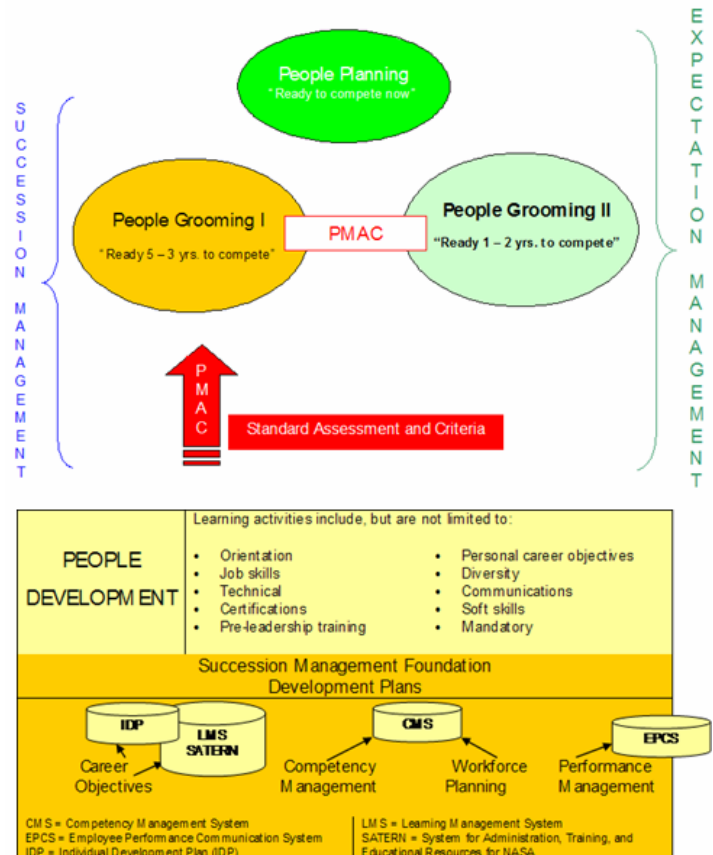
Integration of all leadership development areas will gain a strategic advantage with the roll-out of MSFC's Succession Management Plan (late FY06-early FY07).

Succession management is a tiered, integrated system designed to ensure the Center has the "right people" at the "right time" in the "right places" to fulfill its mission. The system is intended to provide the Center with fully-qualified internal candidates who are ready to compete for critical positions at every organizational level within MSFC.

This approach is built upon a solid foundation of current human capital support systems and tools available to employees and managers.

Gaps are identified through strategic and consistent usage of these foundational systems and tools by the entire workforce. These gaps include:

- Individual Performance
- Team Performance
- Workforce Needs
- Over/Under/No-supply of Competencies, and
- Unmet Career Objectives



The three main phases of the succession management approach are as follows: *People Development, People Grooming, and People Planning.*

Emerging Development Initiatives

Initiative 1: OHC is currently developing course content designed for supervisory development. The intent is not to take the place of LDS, Situational Leadership, New Supervisor Orientation, or other offerings already in place. Rather, it is to fill a void that currently exists relative to the strategic, timely, on-going development of our supervisors.

Initiative 2: In partnership with OSAC, OHC is working to conceptualize and deliver development training in the area of communication. Objectives (as outlined by OSAC) are:

- Ensuring supervisors understand the value of and their responsibility for communicating
- Equipping supervisors with methods and tools to be solid communicators
- Enabling supervisors to evaluate their own organization's communication effectiveness and to address employees' developmental needs for communication skills.

Appendices Summary
A. Office of Human Capital (OHC) Structure and Metrics
B. Integrated Product Team (IPT) Model
C. Talent Management Functional Listing
D. Training and OD Investment Strategy Project Schedule
E. Leadership Development Continuum
F. Technical Training Endorsement by Administrator Griffin
G. Course Descriptions for Leadership Development Offerings

